

Director's Update

DAS finances are the subject of much concern to us as the legislature returns to grapple with the problem of shrinking resources. The January 23 announcement of pending layoffs in GSE Printing is a wake-up call reminding all of us that we must use DAS resources wisely.

As the transition to a new management approach continues, we need to keep in mind that DAS is in business to serve our customers effectively and efficiently. Once the financing transition is complete and full accrual accounting is in place, revenues and expenses connected to the services we provide must be aligned. For those programs or services designated as utilities, customer councils will be responsible for setting rates that cover all operating costs. Marketplace services, too, will be expected to provide services at a level adequate for revenues to cover expenses. Early days of the current legislative session underscore the fact that there are no “extra” resources to cover deficits generated by DAS business units operating “in the red.”

Of course, DAS is not alone—our customers are operating within the same very tight budget constraints. When you focus your attention on helping those customers save money, you build our credibility as a resource. When you focus your attention on using your assigned resources in the most efficient manner possible, you're being an accountable member of the DAS team.

During the coming months, I challenge each of you to manage your business responsibilities and use our resources in a manner that maximizes the people and equipment entrusted to you. Your commitment to meeting this challenge will assure that we move forward, and is essential to our success.

I want to share with you the news that a very important member of the DAS leadership team—one of the individuals whose unequalled understanding of state government made a significant contribution to the launch of the DAS--has announced retirement plans. Steve Lindner, chief operating officer of the State Accounting Enterprise, will leave at the end of March.

In thinking about Steve's departure, I am reminded that our careers are judged according to two things: What the people who have worked for us say, and what we leave behind. Steve will leave a legacy of positive relationships with colleagues who respect and admire his tenacity and integrity. He will also leave systems that have served the citizens of Iowa well, greatly improved by his years of dotting all the “I's and crossing Ts.” We will miss him!

The last two pages of this newsletter contain a survey where you have an opportunity to tell us how you feel about your work environment. I encourage you to take the time to complete this survey, which will be used as a benchmark within the Department. I look forward to hearing from you

Human Resources Enterprise

Fourth Issue of *Just the Facts* Data is Posted at DAS Website

Just the Facts is a snapshot of the executive branch workforce (minus Regents institutions), collected, compiled and presented in a format that will aid departments and decision makers in doing strategic planning. It includes data about workforce demographics, hires, terminations, leave usage, benefits, and collective bargaining coverage. Most data covers a number of years, so you can see trends in various employment activities. Given the striking changes that occurred in the workforce over the past few fiscal years, you might begin to see some interesting patterns, which may affect future program planning. This is the fourth year for *Just the Facts*, which you can view at http://www.das.hre.iowa.gov/pdfs/publications/just_the_facts_2003.pdf. For more information, contact **Pete Peterson** in the HRE.

Certified Public Managers Graduate, Next Class Scheduled

Please congratulate four new CPM graduates from the DAS, who graduated in a January 15, 2004 ceremony held at Drake University's Scheslow Auditorium. CPM Class Three presented their team projects prior to the 5:00 p.m. ceremony. DAS graduates are **Sue Hallock, Jon Nelson, Sharleen Newton, and Denise Sturm**.

The CPM program is designed to help public managers learn how to incorporate best practice management techniques into their everyday management strategies. The program, a partnership of DAS and Drake University, consists of a seventeen-month series of classes covering administration and organization, technical and qualitative, analytical and conceptual, and human skills. Enrollments are now being accepted for Class 4, set to begin in June, 2004. For an enrollment form and detailed CPM information point your browser to <http://das.hre.iowa.gov/cpm.htm>. Call **Lois Schmitz** in the HRE for more information.

Would You Like to Save More for Retirement?

DAS employees who want to save for retirement should consider joining the Retirement Investors' Club (RIC), a voluntary retirement savings program to increase personal long-term savings. The program, a deferred compensation plan contains two plans, the 457 employee contribution plan and the 401(a) employer contribution plan. You contribute your funds to the 457 plan; and for eligible employees, your employer contributes (up to a maximum) into the 401(a) plan. You may also roll other types of plans into the 401(a) account, such as a 401(k) with a previous employer.

You may enroll at any time and begin to contribute if you are a permanent or probationary employee of the State of Iowa working 20+ hours per week or an employee who has a fixed annual salary. The minimum monthly amount is \$25, with a basic annual maximum of \$13,000 (\$16,000 for those age 50 and older and \$26,000 for the 3-year catch-up).

In addition to saving for retirement and receiving state matching funds, participating in RIC may also make you eligible to receive a nonrefundable tax credit. Effective January 1, 2002, a nonrefundable tax credit is provided to low and middle-income savers who make contributions to eligible retirement savings plans such as RIC. The credit will be claimed on the individual's income

tax return, and will apply to the first \$2,000 in savings contributions. For more information on the tax credit, see your tax advisor or our website at http://www.das.hre.iowa.gov/benefits_ric_basics.html

To get started, contact one of our four investment providers: AIG VALIC, Equitable Life Assurance Society of the US, Hartford Life, or ING Financial Advisors. Their contact information is located on our website at http://www.das.hre.iowa.gov/benefits_ric_investment_choices.html or from your personnel assistant. You can also contact **Jennifer Sandusky** or **Robbie Stoecker** in the HRE.

Nelson Accepts New Position

He is on a steep learning curve, working hard and enjoying himself immensely, according to **Jon Nelson**, the newest member of the Program Delivery Services Division of HRE. The Program Delivery Services Division provides personnel and labor relations services to State government. Jon began his duties as an advanced personnel management specialist on November 21 and is finding there is much to learn.

"This position is extremely challenging. There is something new everyday and that is just the way I like it," Jon said. "It's the right work for me at the right time and I am excited about the future."

Jon will provide personnel services to the Woodward Resources Center, the Commission for the Blind, Cultural Affairs, Economic Development, Elder Affairs, Iowa Finance Authority, Department of Justice, Iowa Lottery Authority and the Regents, which promises to keep him very busy.

HRE Training Arm Launches Teamwork Course

Here's a way to learn what your work group needs to do to become an effective team: Sign up for this new course that helps participants identify the strengths and weaknesses and create a team development plan identifying skills and knowledge gaps. Topics include:

- 16 elements of effective teamwork
- Key working styles and their impact on teamwork
- Maximizing your contributions to the team
- Strengthening team morale
- Increasing team productivity
- Doing the right things and avoiding the wrong things when building teams

Teamwork Skills teacher Doug Whittle, Ph.D., earned a Ph.D. in Organizational Leadership from Iowa State University, where he also earned a Masters Degree in Communications. He recently co-authored a book titled *The Manager as Change Agent: A Practical Guide for High Performance People and Organizations*. To sign up for Course GI 164, February 18, 2004 at a cost of \$110 per person, see your Training Liaison. **Lois Schmitz** in the HRE has more information.

Big Adventure

HRE's **Joe Ellis** left Des Moines on January 6, 2004, accompanied by his wife and son to visit daughter Kate on her Peace Corps assignment in Benin, West Africa, where the temperature is near

90-degree temperatures. Kate has been in Benin since September, 2002, working on economic development projects that include teaching business classes in a high school, raising funds for and coordinating construction of wells in nine villages.

The Ellis family will tour the country's historical sites and natural resources such as the City on Stilts, National Parks, and the beaches. Benin is a country with a rich history, including the tarnish associated with its role as a major exporter of slaves to the New World between the 16-18th centuries. Near the coast, a monument identified as the "Non-Return Door" stands at the end of the "Street of the Slaves."

DAS Employee Kids March in 2004 Tournament of Roses Parade

The 2004 Tournament of Roses Parade in Pasadena, CA held special significance for **Sharleen Newton**, HRE and **Mike Hahn**, SAE. Both have daughters who made the weeklong trip to California to march in the parade as members of the West Des Moines Valley Marchmasters. Sharleen's daughter, Meredith Newton, is a senior at Valley; Mike's daughter, Alexis Hahn, is a sophomore. The Marchmasters also marched in the Disney Magic Music Days Parade through Disneyland and performed their field show at BandFest at Pasadena Community College. Along the way, the band helped to build four floats, and went to the San Diego Zoo, Universal Studios, and the Museum of Tolerance, among other fun activities. Sharleen was one of the chaperones for the 230 Valley students.

General Services Enterprise

The 2004 Iowa Caucus in Iowa

The media onslaught that came with the Iowa Caucuses was no surprise to many state employees in and outside the DAS. As early as Tuesday, January 14, you may have noticed production trucks, trailers, satellite trucks, and generators creeping onto the Capitol Complex to assist most major networks in presenting an authentic broadcast of the event.

CBS operated from the Law Library in the Capitol minus anchor Dan Rather, who missed the Iowa event following removal of some facial skin cancers earlier in the week. *FOX News* was stationed in the Senate Chamber and also used the west side of the first floor rotunda. *C-SPAN* positioned its satellite truck and bus at the foot of the West Steps of the Capitol, and used Room 116 in the Capitol from Friday, January 16 until early Tuesday Morning, January 20. They also used some patio space outdoors at the State Historical Building. *ABC* set up inside a bus parked in Lot 15 (north of the Lucas Building) until the cold drove them indoors, where they were allowed to use the House Chambers for a short time. *CNN* broadcasted from inside the new Judicial Building.

Many employees showed true Iowa hospitality and professionalism to the state's media guests. At Post 16, **Sgt. Ted Wright** and his officers at Post 16 worked long hours, as did ICN staff who assisted with setting up communication lines. **Mike Marshall**, **Margaret Thomson** and **Mark Willemssen** from the Iowa Legislature provided assistance. In the Capitol Law Library, **Linda**

Robertson (who had moved out of her office to provide space for Dan Rather) and her library crew were very helpful, as was **Margi Weiss** at the State Historical Building.

In the DAS, GSE Capitol Complex maintenance staff provided engineers, electricians, ground crews and custodial staff. **Pat Lantz** coordinated development of Memorandums of Understanding and insurance certificates. All that's left is the billing, says GSE's **Nancy Williams**, who coordinated the event. We congratulate all state employees for their cooperation in helping the national news media have an enjoyable stay in Iowa!

Training for Integrated Information for Iowa (I/E) Begins

Before a new statewide computer system like I/3 can be activated, hundreds of users must be trained-- are all people that currently use the Iowa Financial Accounting system and the state's budgeting system. This includes business managers, financial managers, accountants, purchasing agents, auditors, legislative staff, assistants, secretaries, and many others who did not use the old IFAS and budget systems, since the I/3 system offers more features.

A train-the-trainer approach is being used to minimize expenses. Master trainer classes began in early December, 2003. GSE purchasing staff who will be training others to use I/3 eProcurement system are **Pam Dickey**, **Ken Paulsen**, **Barb Sullivan** and **Ashley Super**. Other volunteers to teach procurement users are **Ken Discher**, DAS/Finance; **Dawn Fulton**, Fort Dodge Correctional Facility; and **Jeanie Rusk**, Newton Correctional Facility. **Lise Melton** and **Stella Sussex**, GSE Printing, are also taking the class so that they can help integrate the new system into GSE Printing. For more information contact **Sharon Sperry** in ITE.

GSE Safety and Health Committee

Meet the current members of the GSE Health and Safety Committee, who are charged with the responsibility to support state agencies in conducting their business.



Front row (L:R): **Kathy Shannon**, **Sherman Isaac**, **Bill Gartner**, **Doug Reed**, **Dan Beck**.

Back row (L:R): **Roy Williams**, **Dave Umland**, **Ray Woodrich**, **Steven Maneely** (alternate), **James Murrell**.

Not Pictured: (alternates) **Steve Hatfield**, **Pam Dickey**, **Rob Godfredsen**, **Maryjo Welch**, **Stella Sussex**.

Information Technology Enterprise

Enterprise Infrastructure and Personnel Assessment (EIP) Study Awarded

The EIP is an analysis of the impact of full or partial consolidation of IT services and staff, according to project coordinator **Wes Hunsberger**. The assessment will analyze information about IT services requirements of participating state organizations. Three potential scenarios will be explained in the study, with one scenario being the consolidation of all IT functions and staff into one centralized department.

A work group formed within the Chief Information Officer Council (CIO) of Iowa is helping in the study, mandated by the Iowa General Assembly. The CIO work group helped design the IT spreadsheets used to collect IT information from participating organizations, and assisted in the process of awarding the analysis component of the project to a consultant. The study has been awarded to St. Louis, Missouri-based Coeur Group. A new committee will be set up to identify funding mechanisms for the study and to define the scenarios for configuring IT functions and staff to be analyzed.

Iowa's New Criminal Justice Information System Makes Progress

The State's Criminal Justice Information System (CJIS) integration initiative has been making significant progress recently and Iowa is now well positioned to move into the next stage of this landmark information-sharing project. The CJIS initiative, co-sponsored by **Governor Tom Vilsack** and **Iowa Supreme Court Chief Justice Louis Lavorato**, is intended to enhance public safety and improve the efficiency of the criminal justice community by establishing a statewide-integrated criminal justice information system that would enable and facilitate the automated exchange of information between state, local, and federal criminal justice agencies.

Project coordinator **Dave Meyers** says much CJIS activity has been focused on planning so far, but several significant projects have been completed.

- Iowa's first ever Criminal Justice Exchange Points Project has mapped the flow of criminal justice information throughout the entire justice system and identified information sharing problems.
- Project Kaleidoscope linked the Departments of Corrections and Public Safety with the Polk County Attorney's Office and the Polk County Sheriff's Office via a real-time information sharing system.
- The electronic pre-sentence investigation project will provide for the electronic transfer of pre-sentence investigations from the Department of Corrections directly to the Courts.

Phase 1 of DAS Service Request Process (SRP) Gets Underway

The DAS SRP is the first step in the automated DAS Customer Relationship Management system. It is a one-stop web interface where DAS customers can request service.

Customer focus groups have been testing the modules by putting in requests for services and testing reporting and customer-related functions. Customers will also assist in defining the categories by which services will be listed.

Current plans call for Phase 1 to go live in mid-February. DAS staff will assist customers during orientation by taking requests and entering them into the system. Phase 2 will add more automation to the process.

Training materials have been created to assist DAS staff and customers in learning the new system. DAS employees can attend training in early February or later upon request, once focus group testing is completed.

Coordinator **Lowell Sneller** expects the transition to require patience from customers and staff alike, but expects the outcome—better and more efficient services—to make the extra effort worthwhile for all.

ITE Data Center Air Conditioning is Updated, Server Farm RFP Issued

GSE Design and Construction, Central Complex Maintenance and ITE Infrastructure Services are working together to implement major improvements in the infrastructure that supports the Hoover data center and server farm. One project currently underway will update the data center air conditioning equipment to digital controls tied to a central management system. Better humidity and temperature control should result in more reliable equipment operation and better service to customers.

An RFP process is underway to select a consulting firm with data center design expertise who can evaluate, validate, and recommend additional improvements in fire suppression, temperature and humidity control, electrical and lighting, space planning, security controls, water leakage detection, raised floor adequacy and other issues. The goal is to develop a menu of realistic and affordable improvement projects to improve enhancements in services and reliability available to DAS customers, says **Russ Rozinek** of ITE. Funding has been identified to start some projects in FY 04.

State Accounting Enterprise

FY 2003 Comprehensive Annual Financial Report (CAFR) Completed

Each year, SAE prepares a consolidated financial report representing the financial activity of the state presented in conformance with generally accepted accounting principles. State officials use this report to present a picture of the fiscal health of state government to financial analysts, other governments, and the public. It's important that this document is correct and complete since the

information has a direct bearing on the interest rates of money borrowed by the State. SAE again received a clean audit opinion from the State Auditor, and is a candidate to receive a certificate of excellence in financial reporting from the Government Finance Officer's Association this year—for the *eleventh straight year*. Cross your fingers!

W-2s Distributed to State Employees

SAE's centralized payroll section manages a payroll system paying over 19,500 employees each pay period. Payroll expenditures now total in excess of \$1.1 billion each year, with about half this total as net pay and the rest made up of the various mandatory and discretionary payroll deductions. This year all balancing, corrections, final reporting and printing of over 23,000 W-2s (lots of people come and go in a year) for calendar year 2003 earnings was completed and the forms were distributed to state employees throughout the state by January 9. This work effort was completed with the coordination of the whole DAS team—not only the centralized payroll staff but the ITE staff and mail room personnel also involved in the project.

Cash Management Improvement Act Report Completed

Did you know that the State of Iowa is required to pay back to the federal government the interest earned on federal funds drawn for various federal programs from the time the money is received in the state treasury until the warrants written with those funds are redeemed? Negotiation of the programs to be covered, calculation of the liability related to these programs, and the repayment to the federal government all revolve around a report completed December 31 by SAE for the previous fiscal year. This year, the detailed calculation was completed for the 32 largest federal revenue generating programs. Thanks to a low interest rate and close coordination with departments, the payback required this year is the lowest in the last ten years, and the report was completed on time.

Other annual projects scheduled for completion in the near future include the Form 1099's for calendar year 2003 and the annual Statewide Indirect Cost Allocation Plan.

DAS Core

Internal Operations

Regular managers and supervisors meeting to be held quarterly. Continuing a tradition begun by the former Department of General Services, the first DAS managers meeting was held December 18, 2003. Meetings are to provide DAS managers with training on critical management issues and DAS future planning and to offer opportunities for feedback to DAS management. The December meeting focused on risk management issues related to property, automobiles and employee injury. Future meetings will focus on business development, employee recognition opportunities, and cross-agency education. **Gerd Clabaugh** coordinates the sessions.

Emergency preparedness responsibilities defined. Internal Operations is responsible for coordinating planning for DAS emergency preparedness. "We're anxious to begin working with DAS staff who have developed these plans for the former departments and begin creating opportunities to share resources and strengthen our overall response capabilities for the new agency", indicated **Marie Hubbard**, preparedness coordinator in DAS Core-Internal Operations. After just a few weeks in the position, Marie has been working closely with staff of the Emergency Management Division (EMD) within the Department of Public Defense to investigate opportunities for funding critical emergency preparedness needs for DAS and EMD's current focus on "continuity of operations" (COOP) planning. She's also developed a case study on a recent anthrax event in Washington DC, and its impact on Iowa.

Standard departmental leave slip coming. ITE has taken the lead in developing a new electronic leave slip, assisted by a DAS committee that has been meeting since October. Once a paper form was developed, the group engaged ITE staff in automating the slip with capacity for future integration into the state's new I/3 system. The Department's Leadership Team in mid-January will review a draft of the new slip and a slip should be generally available for use by staff in DAS shortly thereafter. Stay tuned for more information or contact **Gerd Clabaugh**.

Standards and Rules

Staff assignments reviewed. **Doug Kern** has been assigned to the Governor's Cyber Security Task Force (CSTF), an initiative charged with determining how safe the current cyber systems are throughout the Executive branch. **Carol Stratemeyer** continues work on the daunting task of revising rules for the DAS; she has already overseen the transfer and update of 46 rules!

Marketing and Communications

Thanks to members of the team who assisted with the massive update of the DAS website: **Pam Dickey** in GSE, **Sharleen Newton** in HRE, **Corey Oelberg** and **Darrell Fremont** in ITE, and **Brad Berg** in Accounting. Design and technical assistance was provided by **Tim Erickson** and **Polly Steele** at Iowa Interactive, who are also involved in helping to develop a common intranet site for the DAS.

Work continues to finalize an announcement of DAS utility rates following approval by all three DAS customer councils. Materials and meetings in February will inform customers and provide opportunities to answer customer questions face to face. Staff from all four DAS enterprises have collaborated to complete this important step for the DAS. A special thanks to ITE's **Tom Shepherd** for his work to prepare individual agency cost estimates based on the new rates.

Measurement and Planning

DAS contributes data to new website. Governor **Tom Vilsack** announced the "Results Iowa" website on December 15, 2003, introducing a new tool to help keep state government accountable to citizens. Governor Vilsack has said that he strongly believes that government operates best under the scrutiny of the people to whom it is responsible and this website facilitates that scrutiny. The new website, designed to provide a unique view of state government performance, shows a range of

measurements related to specific DAS activities and enterprises. DAS is mentioned under both "Vilsack/Pederson Leadership Agenda" and "Department Performance" on the website. Browse the website at <http://www.resultsiowa.org>. **Paul Carlson** provided DAS data.

Legislative Update

DAS Liaison **Mark Johnson** reports that the Second Session of the 80th General Assembly is off to a predictable start, focused on budget concerns. A bill reducing the General Fund spending limit from 99 to 98 percent, which would mean fewer General Fund dollars for DAS in FY 2004-2005, has passed in the Iowa House.

Mark is working to build relationships with members of committees that have an impact on the DAS, including the Joint Committee on Government Oversight and the Administration and Regulation Budget Subcommittee. DAS Director **Mollie Anderson** provided information on purchasing to the Oversight committee on Tuesday, January 27, the first of many presentations in the planning stages for the session.

Editor's Note

Your articles for the next issue will be due March 19 for a newsletter to be distributed April 2, 2004. Is there a topic you'd like to see addressed or a communication issue that needs a forum? Speak up! Notify editor **Patti Walden Allen** or any one of these DAS staff: DAS Core: **Pat Lantz, Gerd Clabaugh, Mark Johnson, Jan Olson, Paul Carlson**.

In DAS Enterprises: **Barb Kroon, Lowell Sneller, Steve Lindner, Scott Bertness, Dean Ibsen, Tim Ryburn, Debbie O'Leary or Shirley Walker**.

Masthead Designer: **Mike Steven**

Web Posting Support: **Corey Oelberg**

First Annual DAS Employee Survey

We want your opinion and feedback about what is important in your workplace. Please take your time in answering, as your responses are important and will be used to determine areas for improvements within DAS. **Your responses will remain anonymous and confidential.**

If you have questions about this survey, please contact Patti Allen at 281-7056 or e-mail Patti.Allen@iowa.gov. We appreciate the work done by Debbie O'Leary and the GSE team in developing the survey questions and format.

Please mail both pages of your completed survey by February 13 to Customer Service, Attention SURVEY in the Hoover Building, A Level, Local Mail. Your participation and prompt response are appreciated.

1. Please tell us where you work by marking your division.

- | | |
|--|--|
| <input type="checkbox"/> GSE – Capitol Complex Maintenance | <input type="checkbox"/> ITE – Infrastructure Services |
| <input type="checkbox"/> GSE – Design and Construction | <input type="checkbox"/> ITE – Planning & Admin |
| <input type="checkbox"/> GSE – Fleet | <input type="checkbox"/> HRE – Employee Benefits |
| <input type="checkbox"/> GSE – Mail | <input type="checkbox"/> HRE – Employment & Training |
| <input type="checkbox"/> GSE – Printing | <input type="checkbox"/> HRE – Labor Relations |
| <input type="checkbox"/> GSE – Purch./Cust. Service/Fed. Surplus | <input type="checkbox"/> SAE – All staff |
| <input type="checkbox"/> ITE – Application Dev./Digital Gov. | <input type="checkbox"/> DAS Core – All staff |

2. If you wish, use this space to acknowledge a DAS employee(s) for providing excellent Customer Service.

3. If you have one, describe a specific complaint you want DAS to address.

4. Please add any overall comments about the DAS work environment and your satisfaction level.

First Annual DAS Employee Survey

Please rate each item for both “how important” this is to and “how satisfied” you are with the current work environment in GSE.

SURVEY STATEMENTS	HOW IMPORTANT IS THIS TO YOU?						HOW SATISFIED ARE YOU?					
	VERY			NOT AT ALL			VERY			NOT AT ALL		
1. DAS goals, strategies, and priorities are clearly communicated.	6	5	4	3	2	1	6	5	4	3	2	1
2. My Enterprise’s goals, strategies, and priorities are clearly communicated.	6	5	4	3	2	1	6	5	4	3	2	1
3. I understand my specific role and job responsibilities, and how my work fits into the big picture.	6	5	4	3	2	1	6	5	4	3	2	1
4. I have influence in decisions that other people make that impact me.	6	5	4	3	2	1	6	5	4	3	2	1
5. I am held accountable for my decisions and actions.	6	5	4	3	2	1	6	5	4	3	2	1
6. Others are held accountable for their decisions and actions.	6	5	4	3	2	1	6	5	4	3	2	1
7. There is timely and accurate communications of information that impacts me.	6	5	4	3	2	1	6	5	4	3	2	1
8. We all work together with all members doing their part.	6	5	4	3	2	1	6	5	4	3	2	1
9. Co-workers meet commitments they have made to me.	6	5	4	3	2	1	6	5	4	3	2	1
10. Customer can rely on DAS to deliver outstanding quality, service, and value.	6	5	4	3	2	1	6	5	4	3	2	1
11. Disagreements are dealt with directly and fairly.	6	5	4	3	2	1	6	5	4	3	2	1
12. I am proud to work for DAS.	6	5	4	3	2	1	6	5	4	3	2	1
13. People are recognized and appreciated for jobs/work well done.	6	5	4	3	2	1	6	5	4	3	2	1
14. Feedback from your supervisor is clear and specific, not judgmental or vindictive.	6	5	4	3	2	1	6	5	4	3	2	1
15. GSE is committed to delivering outstanding Customer Service.	6	5	4	3	2	1	6	5	4	3	2	1
16. My overall level of satisfaction with the DAS work environment.	6	5	4	3	2	1	6	5	4	3	2	1
17. I received the appropriate training to accomplish my assigned task.	6	5	4	3	2	1	6	5	4	3	2	1
18. I received the proper tools and equipment to get my job done correctly.	6	5	4	3	2	1	6	5	4	3	2	1